Product Values & Culture

Using a Set of Values to Drive Behavioral Change

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THREE BRIDGE

WHERE'D THAT SLING COME FROM?

@pbapint

Introduce the Product Values
- Where'd They Come From
- Why They Matter
- How You Can Apply Them

Have YOU Help Translate the Values to Behaviors
Talk About Other Applications
Talk Thru the Concept of Curated Tools
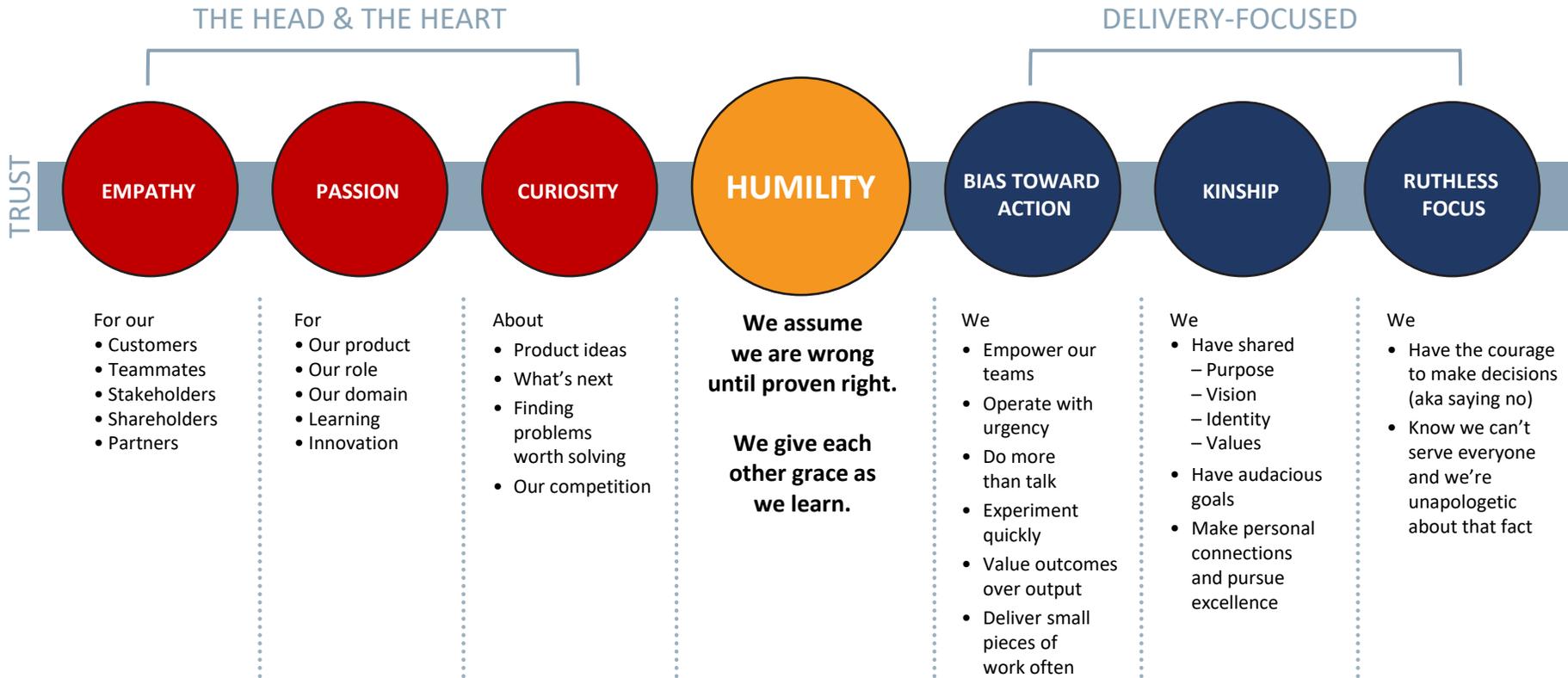**Q&A**

WHERE THEY STARTED

In the Trenches of 2 Fortune 125 Transformations

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CONTINUAL FEEDBACK FROM OTHER PRODUCT PROFESSIONALS

MINDSET FIRST, TACTICS SECOND

Values drive behaviors. Behaviors drive change.

THE HEAD & THE HEART

DELIVERY-FOCUSED

TRUST

EMPATHY

PASSION

CURIOSITY

HUMILITY

BIAS TOWARD ACTION

KINSHIP

RUTHLESS FOCUS

For our
• Customers
• Teammates
• Stakeholders
• Shareholders
• Partners

For
• Our product
• Our role
• Our domain
• Learning
• Innovation

About
• Product ideas
• What's next
• Finding problems worth solving
• Our competition

We assume we are wrong until proven right.

We give each other grace as we learn.

We
• Empower our teams
• Operate with urgency
• Do more than talk
• Experiment quickly
• Value outcomes over output
• Deliver small pieces of work often

We
• Have shared
  – Purpose
  – Vision
  – Identity
  – Values
• Have audacious goals
• Make personal connections and pursue excellence

We
• Have the courage to make decisions (aka saying no)
• Know we can't serve everyone and we're unapologetic about that fact

IF WE ARE UNABLE TO ALIGN A SHARED SET OF VALUES, WE HAVE ALREADY FAILED.

HOW WE USE THE VALUES

Our Product Values serve as an active filter through which we view all aspects of Transformation.

The mechanics of delivering work via Agile Frameworks like Scrum are not difficult to learn.

Changing Enterprise processes which have been in place for years, organizing in new ways, and every layer of an organization embracing new mindsets is tough.

Establishing a clear set of values which accompany your ongoing change effort is a critical first step in the process.

They are a non-threatening way to enable personal accountability at all layers of the organization.

PRODUCT TRANSFORMATION MINDSET: WHEN THE AGILE MANIFESTO ISN'T ENOUGH

MURAL Link in the Chat

- Going to Divide you into groups of 4 or 5
- Navigate to the Mural that Corresponds to your Breakout Room Number
- Pick 1 or more values as a team and share how a couple of examples of how your organization reflects these values and areas for potential improvement
- We'll come back together and ask for a couple of groups to share some of their discussion.

Let's go for 10 minutes
- 2 minutes to pick a Value or Two
- 3 minutes to talk about examples of today
- 5 minutes of How-Might-We brainstorming around improvement

GUINEA PIG WARNING
This is a new exercise – bear with me if it goes sideways. ☺

LET'S GET YAPPIN' ABOUT 'EM

WHERE ELSE COULD THE VALUES APPLY?

- We Covered an Example Centered on Process
- What About by Role?
- How About Outside of Work?
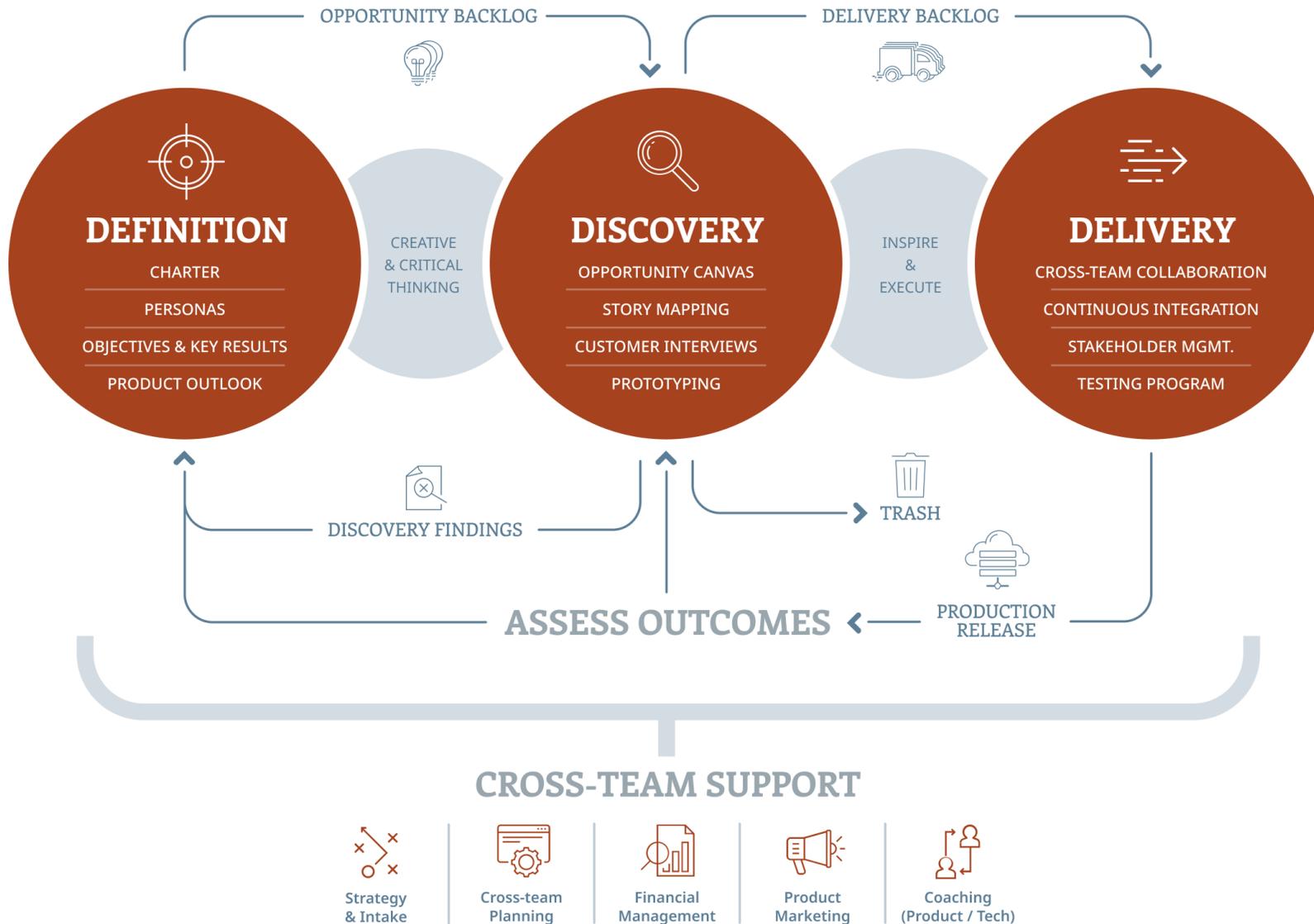
SAMPLE TOOLBOX

#onesizedoesnotfitall

Folks that are going thru transformation are often shifting from checklist-based environments to more empowered ways of working.

Many of them may have learned some helplessness along the way, so this type of curated content can help establish guidance over governance and give people confidence to start using.

I have used this type of approach at multiple Fortune 125s and it has helped coaching organizations get aligned and served as a practical resource for the folks in the trenches.

HUMAN-CENTERED CURATION FOR NEW WAYS OF WORKING

Q&A

slido

EVENT CODE = "DCValues"

Or just go off and mute and ask your question. ;)

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APPENDIX

More about Pete & the

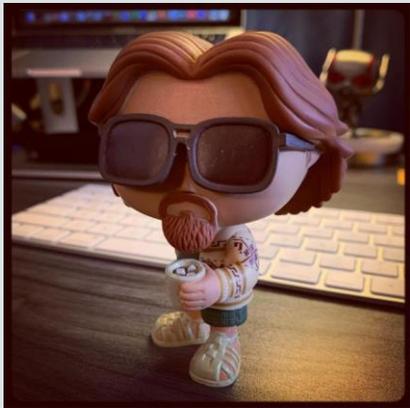**ThreeBridge Approach to Transformation**

SECTION

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SPIRIT ANIMAL = THE DUDE

Pete Anderson
Partner
Product & Agile Practice

PROFESSIONAL OVERVIEW

KEYOT

| 1989 | 1998 | 2006 | 2018 | 2020 |

INITIATIVE WINS   SYSTEMS THINKING   SCALE, ENTERPRISE STRATEGY, PRODUCT, TRANSFORMATION   INDUSTRY PATTERNS

PERSONAL OVERVIEW

HUMAN-CENTERED CHANGE

Transformation is, first and foremost, a human-centered activity. We must challenge ourselves to empathetically view the work ahead thru the eyes of the people that we will count on to make our vision a reality. With that as our foundation, we divide up our work into four primary categories.
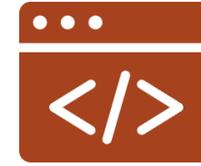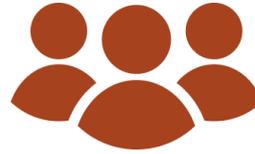
NORTH STAR

Our first step is to get crystal clear on the 'Why' behind your transformation and how we'll measure success.

We will use that vision to gain alignment across our Sponsor(s) and Senior Leadership.

STRATEGY & APPROACH
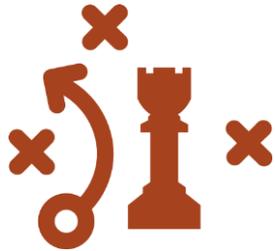
The vision will feed our strategy. While we have a tried-and-true approach, we recognize that every large-scale change is different. One size does NOT fit all.

PEOPLE	PROCESS	TECHNOLOGY	DATA
THE FOUR I'S • Inform • Inspire • Invite • Invest **UPSKILLING** • Team > Individual **COACHING** • Leadership • Skills **HR** • Roles & Resp • Taxonomy Definition	**PROCESS REVIEW** • Strategic Prioritization • Planning Routines • Core Dev Practices • Funding • Risk/Compliance/Audit • Reporting & Governance **NEW WAYS OF WORKING** • Establish Product Toolbox	**ARCHITECTURE** • Current State • Desired State • Gap Analysis • Gap Prioritization **DEVOPS** • TDD • Source Code Mgmt • CI/CD **TOOLS** • Dev • Collaboration • Work Management **TAXONOMY DEFINITION**	**ASSESSMENT** • Data Health • Operational Metrics **STRATEGY** • How we'll approach data across the agency **TEAM DATA** • Business • Technical • User

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